

DEPARTMENT OF DEVELOPMENT



Department Description

The Department of Development provides a range of services through its divisions and administrative office: the Economic Development Division, Code Enforcement Division, Planning Division, Housing Division, Land Redevelopment Division, and the Director's Office. The department coordinates key development projects and provides resources through its financing and technical assistance programs.

The **Economic Development Division** assists local businesses and provides information to companies looking to expand or relocate to Columbus. The division is committed to ensuring businesses can expand and reach their highest potential offering incentives, loans, and grants.

The **Code Enforcement Division** seeks to improve the quality of life in Columbus neighborhoods through implementation and enforcement of the city's housing, zoning, graphics, health, sanitation, and safety codes.

Working in partnership with Columbus residents, the **Planning Division** develops long range plans that address land use, urban design, and capital improvements. The Planning Division is responsible for neighborhood planning as well as commercial overlays, historic preservation, annexation, and public art.

The department's **Housing Division** serves Columbus by preserving and producing housing that helps build strong, distinct, and vibrant neighborhoods, offering programs to assist homeowners, housing developers, and rental property owners.

Department Mission

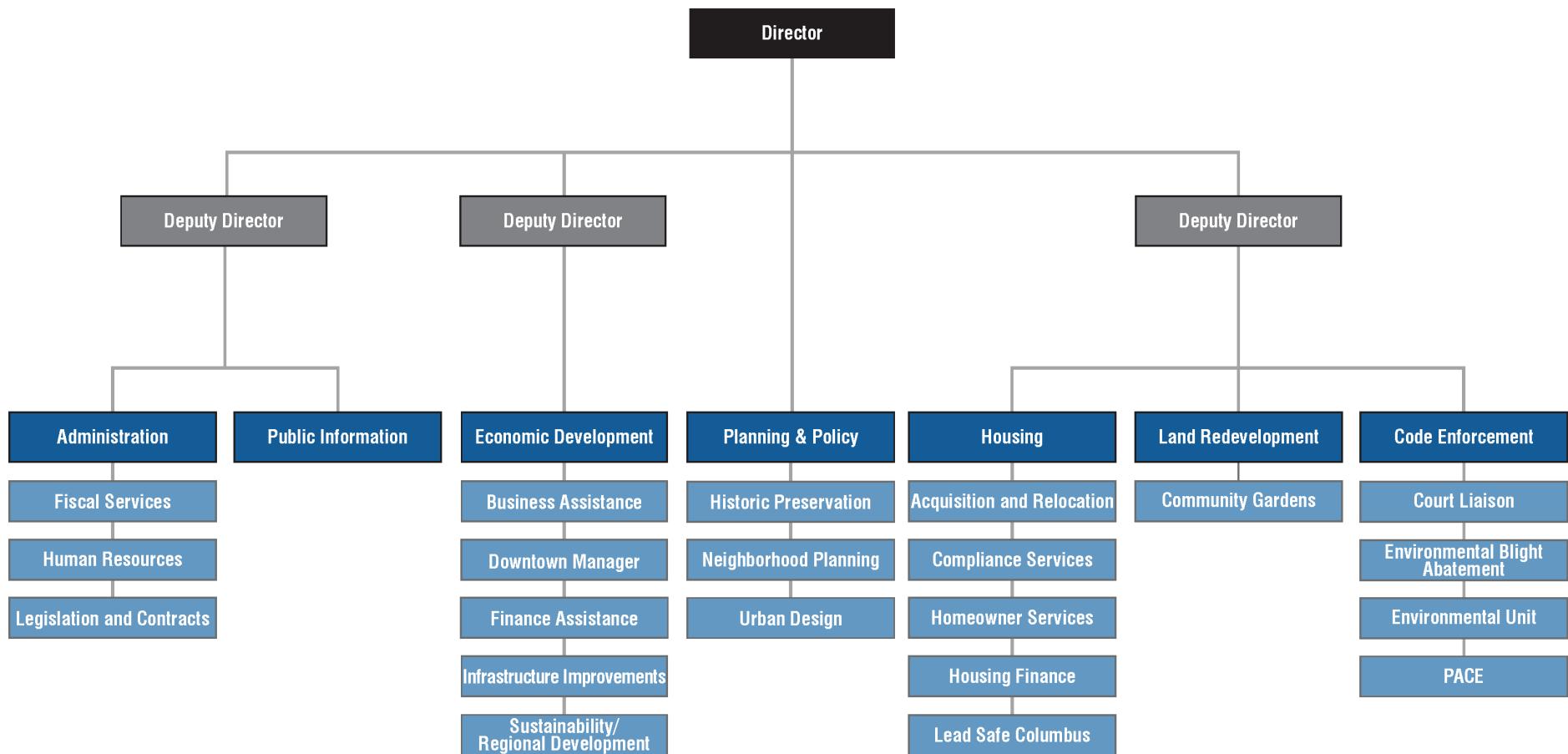
To engage and promote strong, healthy, distinct, and vibrant neighborhoods, provide an atmosphere that promotes job creation and economic growth in existing and emerging industries, develop a thriving downtown that is recognized as a regional asset, and provide high quality customer service.

The Columbus Land Bank was established in 1994 to improve Columbus neighborhoods by returning vacant, abandoned, and underutilized residential and commercial properties into productive community assets. The **Land Redevelopment Division** was created as a stand-alone division in 2017 and manages all activities of the land bank.

The **Director's Office** provides overall coordination and policy direction for the department's fiscal, human resource, public information, contract administration, and legislative processing functions. These areas provide the administrative support needed to execute the core missions of the department.

Development

Development



Strategic Priorities for 2018



Neighborhoods

Work with the Department of Neighborhoods to enhance customer service and quickly respond to citizen issues.

Undertake intensive, targeted public-private partnerships in key neighborhoods to encourage economic and social transformation.

Utilize the Columbus Land Bank and housing programs to target acquisition of foreclosed properties, demolish blighted structures, and renovate vacant homes into community assets.

Enhance code enforcement of commercial properties.

Serve as a coordinating point for state, federal, not-for-profit, and for-profit housing development efforts aimed at providing an affordable mix of high quality housing for all Columbus residents.

Assist low- and moderate-income homeowners with financing for home repair projects.

Assist homeowner counseling agencies with the provision of first time homebuyer and foreclosure prevention counseling.

Review and adjust residential property tax abatements to ensure that programs are encouraging an appropriate mix of residential investments in underperforming neighborhoods and close to major job centers.

Provide a planning framework for neighborhoods by developing and updating key planning documents.

Continue support for community organizations that provide social services to our community.



Diversity and Inclusion

In coordination with the Office of Diversity and Inclusion:

Review current procurement processes and implement a plan to increase opportunities for minority business enterprises.

Enhance our efforts to attract diverse candidates for department employment vacancies and promotion opportunities.

Improve the diversity and inclusion proficiency within our workforce.

Strategic Priorities for 2018 (cont.)



Economic Development

Proactively pursue opportunities for job growth and investment through improved marketing efforts that will build awareness of the City of Columbus' strengths and potential.

Foster growth among existing and emerging industries through a targeted business retention and expansion program.

Leverage relationships with Columbus 2020, Rev1 Ventures, The Ohio State University, and the business community to encourage entrepreneurship, innovation, and commercialization.

Create and implement a strategy that fosters international business relationships leading to increased foreign direct investment.

Support ongoing development in neighborhood commercial corridors through the use of small business grants and loans.

Continue implementation of a green economic development policy to encourage investment in environmentally sustainable business growth.



Early Childhood and Education

Continue to support CelebrateOne efforts to improve social and economic conditions that drive disparities across our community and in the highest risk neighborhoods.



Operational Efficiencies

Increase the use of project tracking databases to identify opportunities to improve the service and performance of programs.

Evaluate opportunities to outsource non-core or specialized functions to external partners when appropriate.

Seek at least three national awards and recognition for department programs, projects, or services.

2018 BUDGET NOTES

ADMINISTRATION

Total support for social service agencies in 2018 is \$5 million, and is comprised of \$2.46 million in general fund support and \$2.54 million in emergency human services funds. In addition:

- The general fund budget includes \$25,000 for the Columbus Region Coalition for the pursuit of federal funding for transportation and infrastructure improvement projects.

ECONOMIC DEVELOPMENT

The division will continue to focus its efforts on the retention and expansion of existing Columbus businesses, the attraction of new businesses to Columbus, and the creation of new business opportunities from local research institutions and community entrepreneurs. In addition:

- The division budgeted \$700,000 to assist in the economic development efforts being put forth by Columbus 2020.
- Funding of \$450,000 will be provided for organizations, including Rev1 Ventures, that support entrepreneurship, startups, and small businesses throughout Columbus.
- The division supports downtown development through a contract with the Capital Crossroads Special Improvement District for \$190,000. The Morse Road Special Improvement District will receive \$75,000 for maintenance of the streetscape improvements and other enhancements in the public right-of-way.
- \$100,000 is being allocated to Columbus State Community College to promote economic development and partnership within the Creative Campus area.
- The division supports local economic development through provision of loans from the economic development loan fund and through contracts with economic development-oriented agencies. The community development block grant (CDBG) supported budget for economic development efforts is approximately \$777,000.
- The Neighborhood Design Center will receive \$143,000 for support of business improvements for businesses and business associations within the city's Neighborhood Commercial Revitalization (NCR) districts.
- Additional economic development activities include \$75,000 for Sister Cities and \$250,000 for PACT (Partners Achieving Community Transformation) to support near east side neighborhood efforts.

CODE ENFORCEMENT

Total support for code enforcement and environmental nuisance activities in 2018 is \$8.8 million, with \$8 million provided in the general fund and \$850,000 in the community development block grant fund. Included in total funding:

- \$400,000 is included to procure weed cutting services on foreclosed properties that have been abandoned.
- An additional property maintenance specialist position was added in 2017 in the Environmental Nuisance program to assist with complex zoning cases and will be fully funded in 2018.

Development

PLANNING

The general fund supports 18 full-time equivalent positions in 2018. Funding of \$29,000 is included for the maintenance of public art.

HOUSING

Support for the Community Shelter Board and the Rebuilding Lives program will provide funding of approximately \$6.3 million in 2018. The majority of funding for these programs comes from the general fund, though minor allocations, totaling \$325,000 and \$10,000, are provided by HOME and CDBG funds, respectively. In addition:

- The Affordable Housing Trust (AHT) fund, administered through the Affordable Housing Trust for Columbus and Franklin County, was formed in 2000 to address the housing shortage affecting working families. The AHT fund was seeded with \$2 million in Urban Development Action Grant (UDAG) repayments and receives annual deposits of 8.43 percent of the city's portion of the hotel/motel tax fund revenues. City support for AHT programs is estimated at \$1.8 million in 2018.
- HOME funds totaling \$134,800 will be used to provide community housing development organizations with operating grants.

LAND REDEVELOPMENT

The Division of Land Redevelopment was created to better track services provided by the Land Redevelopment Office which previously reported under the Division of Administration. This is the second full year of funding for the Division of Land Redevelopment as a separate entity. The division improves Columbus neighborhoods by returning vacant, abandoned and underutilized residential and commercial properties to productive community assets. The general fund supports 5 full-time equivalent positions in 2018. In addition:

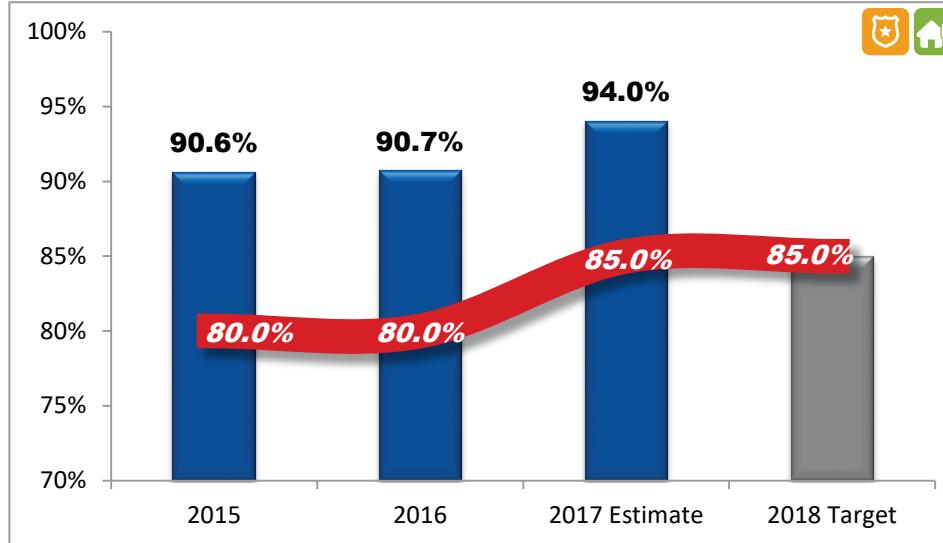
- \$150,000 is included for lawn care to fund mowing contracts used in caring for these properties.



PERFORMANCE MEASURES

Interior Code Request

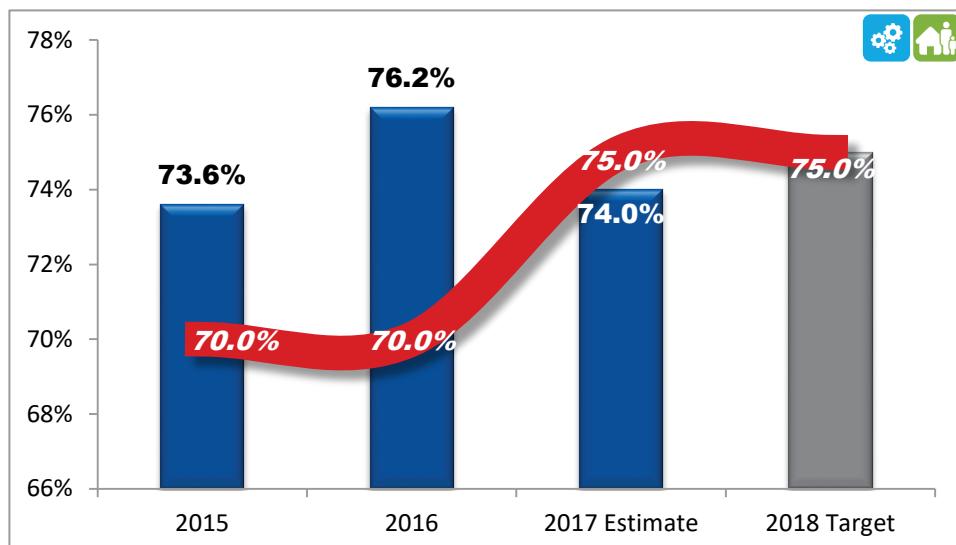
Percent of interior code enforcement requests investigated within two business days



Interior emergency code enforcement requests are a higher priority and include issues of immediate concern to the health and safety of residents. The Code Enforcement Division maintains that it will respond to 85 percent of these requests within two business days. The division expects that it will once again meet this goal in 2018.

Non-Emergency Code Request

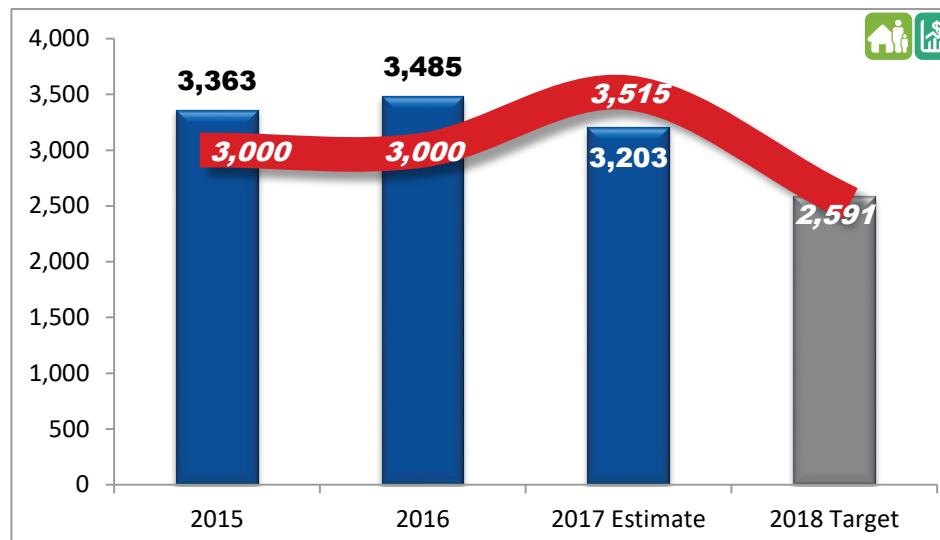
Percent of non-emergency code enforcement requests responded to within ten business days



Response times to non-emergency code enforcement requests are dependent on a number of factors including demand, staffing availability, the nature of the complaint, and weather conditions. The Code Enforcement Division has surpassed the goal of responding to these within the time limit for the past two years and maintains that moving forward, it will aim to respond to 75 percent within ten business days.

Jobs Created

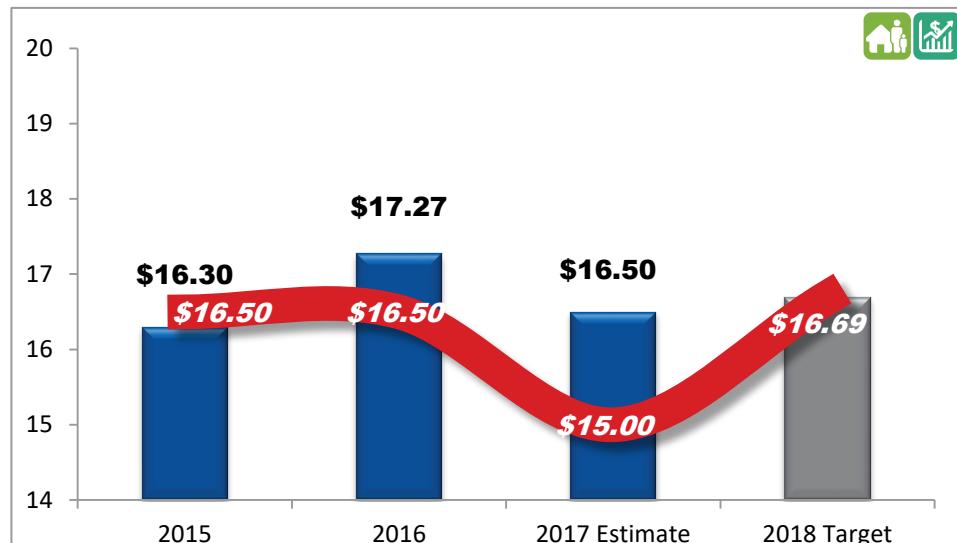
Number of jobs created or retained



The Economic Development Division of the Development Department has consistently exceeded the goal of 3,000 jobs created or retained through economic development initiatives by nearly 20 percent. This effort is a direct correlation to the mission of promoting economic growth in the city. It is estimated that 2,591 jobs will be created or retained in the 2018 budget year.

Private Investment Dollars

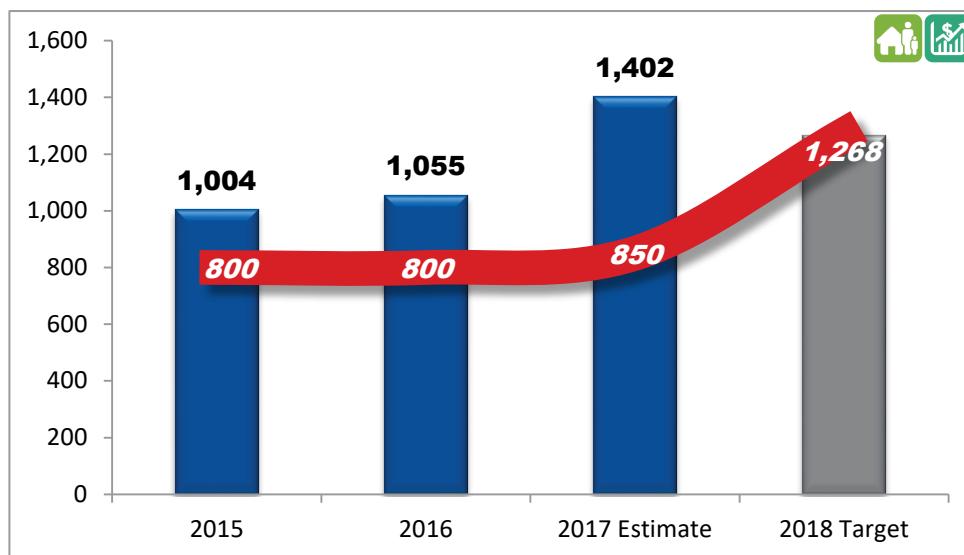
Private investment dollars leveraged per dollar of public investment and incentives



The economic health of a community is dependent on the success of public and private partnership investments. The Economic Development Division continues to work to provide incentives to increase private investment dollars to assist with the economic development initiatives supported by the city.

Rehabilitated Homes

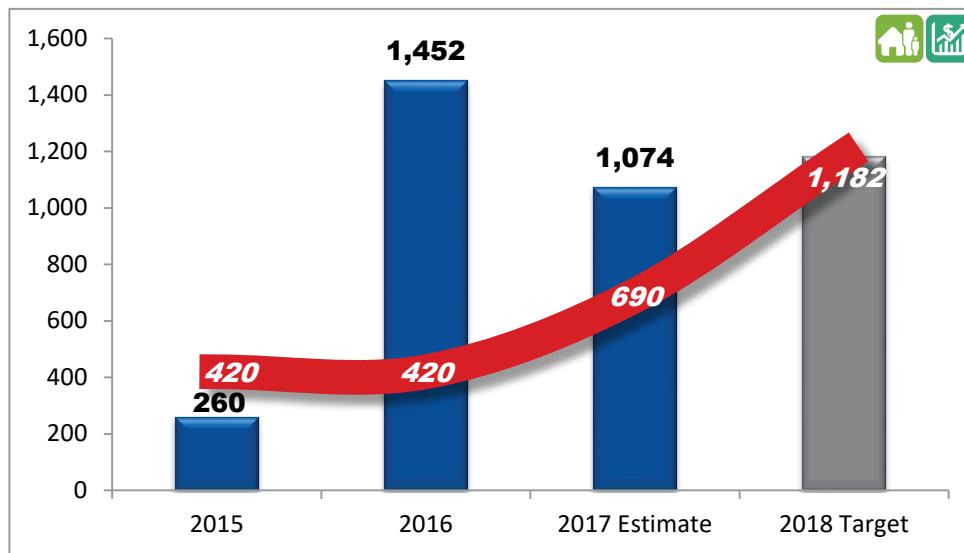
Number of homes rehabilitated



The number of homes rehabilitated has consistently exceeded the goal of 800 annually. The Housing Division will increase this goal by striving to rehabilitate 1,268 homes in 2018. This will have a direct impact on creating and promoting strong, vibrant, healthy Columbus neighborhoods leading to improved economic growth.

Financed Housing

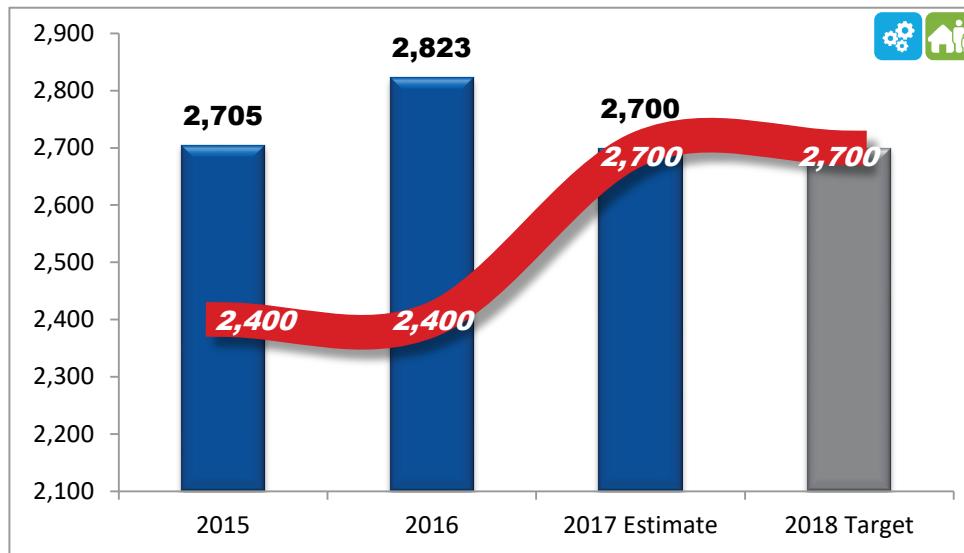
Number of housing projects financed



The Housing Division works to create affordable housing by providing resources and technical programs to assist homebuyers and investors with financing housing projects. The division is on track to surpass the goal of 690 housing projects financed in 2017 and will increase the target to 1,182 in 2018. This is a direct investment in developing strong, vibrant neighborhoods.

Plans Reviewed

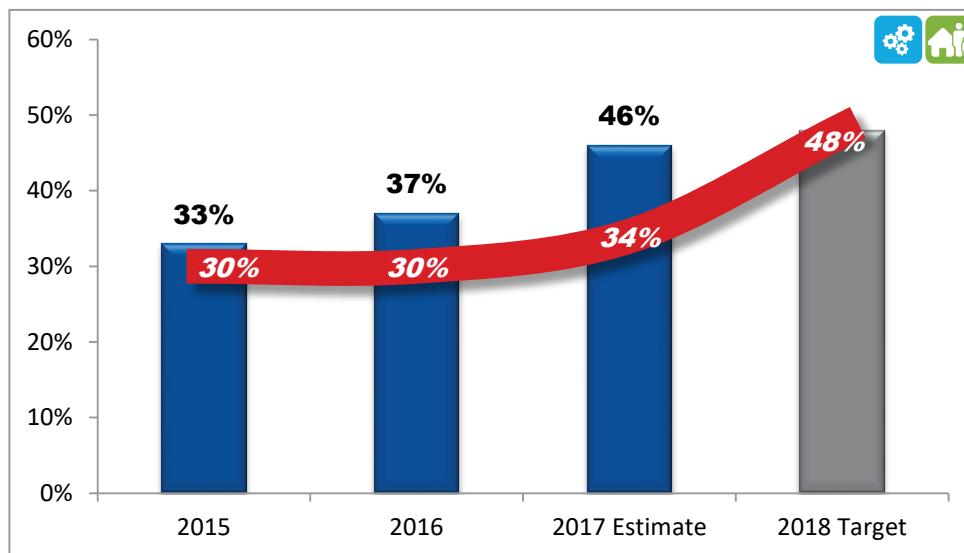
Number of development review items processed



Another sign of economic growth is property development requests from citizens. When such requests are made, the Planning Division is required to review those plans. Through its high quality customer service, the division projects to review approximately 2,700 plans in 2017, equal to the target. As a result, the target will remain at 2,700 for 2018.

Land Use Plans

Percent of plans older than ten years



The Planning Division produces land use plans for parts of the city. Plans that are older than 10 years are no longer relevant. The division has set a target that less than 48 percent of the plans will be older than 10 years in 2018. Work is continuously done to review and revise the information and reduce the number of outdated plans.

Department Financial Summary by Area of Expense						
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed	
General Fund						
Administration						
Personnel	\$ 3,146,092	\$ 3,377,409	\$ 2,635,052	\$ 2,571,476	\$ 2,848,009	
Materials & Supplies	18,878	25,678	22,200	22,200	11,030	
Services	3,159,277	3,248,076	3,259,111	3,057,749	2,669,599	
Other	150,000	-	-	-	-	
Transfers	27,210	16,383	-	-	-	
Administration Subtotal	6,501,457	6,667,546	5,916,363	5,651,425	5,528,638	
Economic Development						
Personnel	720,107	908,269	971,703	902,812	1,055,511	
Materials & Supplies	2,306	5,268	6,950	4,003	8,000	
Services	2,638,995	3,470,991	2,459,975	2,913,848	2,589,546	
Other	13,626,802	16,448,834	-	13,782,211	-	
Economic Development Subtotal	16,988,211	20,833,361	3,438,628	17,602,874	3,653,057	
Code Enforcement						
Personnel	6,140,696	6,562,378	6,786,941	6,022,951	7,207,684	
Materials & Supplies	51,010	61,886	74,100	47,306	58,000	
Services	782,346	842,540	700,979	897,471	713,807	
Other	2,107	561	10,000	-	-	
Code Enforcement Subtotal	6,976,159	7,467,365	7,572,020	6,967,728	7,979,491	
Planning						
Personnel	1,589,403	1,585,738	1,853,367	1,788,467	1,915,632	
Materials & Supplies	12,393	9,104	16,750	4,125	9,000	
Services	55,475	44,209	77,311	71,921	83,148	
Planning Subtotal	1,657,270	1,639,051	1,947,428	1,864,513	2,007,780	
Housing						
Personnel	421,885	398,108	431,930	405,704	651,609	
Materials & Supplies	993	1,525	1,950	1,950	17,200	
Services	4,820,331	4,823,359	5,648,929	5,667,387	5,643,622	
Housing Subtotal	5,243,208	5,222,992	6,082,809	6,075,041	6,312,431	
Land Redevelopment						
Personnel	-	-	499,835	505,192	518,427	
Services	-	-	-	150,000	151,500	
Land Redevelopment Subtotal	-	-	499,835	655,192	669,927	
General Fund Subtotal	37,366,306	41,830,315	25,457,083	38,816,773	26,151,324	
Community Development Block Grant						
Administration						
Personnel	858,904	568,847	255,892	176,142	-	
Materials & Supplies	-	2,000	2,789	2,637	-	
Services	251,215	201,645	2,000	-	-	
Administration Subtotal	1,110,119	772,491	260,681	178,779	-	
Economic Development						
Personnel	793,741	645,921	840,229	747,162	156,429	
Materials & Supplies	2,100	-	2,250	2,250	-	
Services	698,208	657,703	632,750	622,650	620,650	
Economic Development Subtotal	1,494,049	1,303,624	1,475,229	1,372,062	777,079	
Code Enforcement						
Personnel	833,401	841,719	895,151	900,993	849,366	
Materials & Supplies	10,979	4,000	12,000	-	-	
Services	160,000	160,468	160,000	160,000	-	
Capital	35,605	-	-	-	-	
Code Enforcement Subtotal	1,039,984	1,006,187	1,067,151	1,060,993	849,366	
Housing						
Personnel	956,461	1,038,806	1,305,487	1,160,231	1,262,182	
Materials & Supplies	20,198	8,171	22,400	7,891	-	
Services	1,258,711	985,784	1,559,100	1,512,388	1,339,389	
Other	950,000	1,300	-	-	-	
Housing Subtotal	3,185,370	2,034,061	2,886,987	2,680,510	2,601,571	
Land Redevelopment						
Personnel	-	-	270,637	238,040	-	
Land Redevelopment Subtotal	-	-	270,637	238,040	-	
CDBG Fund Subtotal	6,829,522	5,116,364	5,960,685	5,530,385	4,228,016	
Emergency Human Services Fund						
Administration						
Services	2,341,782	2,508,386	2,456,000	2,456,000	2,542,000	
Emergency Human Services Fund Subtotal	2,341,782	2,508,386	2,456,000	2,456,000	2,542,000	
Department Total	\$ 46,537,610	\$ 49,455,065	\$ 33,873,768	\$ 46,803,158	\$ 32,921,340	

Development

Division Financial Summary by Area of Expense							
Fund	2015 Actual		2016 Actual		2017 Budget	2017 Projected	2018 Proposed
Administration							
General Fund							
Personnel	\$ 3,146,092	\$ 3,377,409	\$ 2,635,052	\$ 2,571,476	\$ 2,848,009		
Materials & Supplies	18,878	25,678	22,200	22,200	11,030		
Services	3,159,277	3,248,076	3,259,111	3,057,749	2,669,599		
Other	150,000	-	-	-	-		
Transfers	27,210	16,383	-	-	-		
General Fund Subtotal	6,501,457	6,667,546	5,916,363	5,651,425	5,528,638		
CDBG Fund							
Personnel	858,904	568,847	255,892	176,142	-		
Materials & Supplies	-	2,000	2,789	2,637	-		
Services	251,215	201,645	2,000	-	-		
CDBG Fund Subtotal	1,110,119	772,491	260,681	178,779	-		
Emergency Human Services Fund							
Services	2,341,782	2,508,386	2,456,000	2,456,000	2,542,000		
Emergency Human Services Fund Subtotal	2,341,782	2,508,386	2,456,000	2,456,000	2,542,000		
Administration Subtotal	9,953,358	9,948,423	8,633,044	8,286,204	8,070,638		
Economic Development							
General Fund							
Personnel	720,107	908,269	971,703	902,812	1,055,511		
Materials & Supplies	2,306	5,268	6,950	4,003	8,000		
Services	2,638,995	3,470,991	2,459,975	2,913,848	2,589,546		
Other	13,626,802	16,448,834	-	13,782,211	-		
General Fund Subtotal	16,988,211	20,833,361	3,438,628	17,602,874	3,653,057		
CDBG Fund							
Personnel	793,741	645,921	840,229	747,162	156,429		
Materials & Supplies	2,100	-	2,250	2,250	-		
Services	698,208	657,703	632,750	622,650	620,650		
CDBG Fund Subtotal	1,494,049	1,303,624	1,475,229	1,372,062	777,079		
Economic Development Subtotal	18,482,260	22,136,985	4,913,857	18,974,936	4,430,136		

Division Financial Summary by Area of Expense (Cont.)					
Fund	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Proposed
Code Enforcement					
General Fund					
Personnel	6,140,696	6,562,378	6,786,941	6,022,951	7,207,684
Materials & Supplies	51,010	61,886	74,100	47,306	58,000
Services	782,346	842,540	700,979	897,471	713,807
Other	2,107	561	10,000	-	-
General Fund Subtotal	6,976,159	7,467,365	7,572,020	6,967,728	7,979,491
CDBG Fund					
Personnel	833,401	841,719	895,151	900,993	849,366
Materials & Supplies	10,979	4,000	12,000	-	-
Services	160,000	160,468	160,000	160,000	-
Capital	35,605	-	-	-	-
CDBG Fund Subtotal	1,039,984	1,006,187	1,067,151	1,060,993	849,366
Code Enforcement					
Subtotal	8,016,143	8,473,552	8,639,171	8,028,721	8,828,857
Planning					
General Fund					
Personnel	1,589,403	1,585,738	1,853,367	1,788,467	1,915,632
Materials & Supplies	12,393	9,104	16,750	4,125	9,000
Services	55,475	44,209	77,311	71,921	83,148
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General Fund					
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Personnel	956,461	1,038,806	1,305,487	1,160,231	1,262,182
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Services	1,258,711	985,784	1,559,100	1,512,388	1,339,389
Other	950,000	1,300	-	-	-
CDBG Fund Subtotal	3,185,370	2,034,061	2,886,987	2,680,510	2,601,571
Housing Subtotal	8,428,578	7,257,053	8,969,796	8,755,551	8,914,002
Land Redevelopment					
General Fund					
Personnel	-	-	499,835	505,192	518,427
Services	-	-	-	150,000	151,500
General Fund Subtotal	-	-	499,835	655,192	669,927
CDBG Fund					
Personnel	-	-	270,637	238,040	-
CDBG Fund Subtotal	-	-	270,637	238,040	-
Land Redevelopment					
Subtotal	-	-	770,472	893,232	669,927
Department Total	\$ 46,537,610	\$ 49,455,065	\$ 33,873,768	\$ 46,803,158	\$ 32,921,340

Development

Department Personnel Summary						
Fund	FT/PT	2015	2016	2017	2018	
		Actual	Actual	Budgeted	Proposed	
<u>General Fund</u>						
Administration	FT	32	19	22	23	
Economic Development	FT	8	9	9	9	
Code Enforcement	FT	71	70	71	72	
Planning	FT	17	18	18	18	
Housing	FT	5	4	5	7	
Land Redevelopment	FT	0	8	5	5	
<u>Community Development Block Grant</u>						
Administration	FT	6	4	2	0	
Economic Development	FT	7	7	7	1	
Code Enforcement	FT	9	8	9	8	
Housing	FT	13	14	15	15	
Land Redevelopment	FT	0	1	2	0	
Total		168	162	165	158	

Operating Budget by Program					
Program	2017	2017	2018	2018	
	Budget	FTEs	Proposed	FTEs	
Administration	\$ 3,026,131	19	\$ 8,765,728	24	
Internal Services	228,891	0	242,398	0	
Fiscal	769,624	7	770,303	7	
Human Resources	372,237	4	371,901	4	
Social Services	5,000,000	0	5,000,000	0	
Land Banking	647,510	7	668,427	5	
Vacant and Abandoned Property	390,960	4	-	0	
Job Creation & Expansion	3,428,253	9	3,641,461	9	
Code Enforcement	7,408,640	70	8,028,987	73	
Environmental Nuisance	999,540	10	623,063	8	
Homeownership Assistance	1,257,873	13	766,345	8	
Housing Activity Delivery	5,875,882	0	-	0	
Neighborhood Planning	363,108	3	653,287	7	
Urban Design	236,394	2	242,569	2	
Historic Preservation	751,563	7	509,452	5	
Relocation	105,573	1	99,496	1	
Affordable Housing Opportunity Program	1,077,155	0	997,155	0	
Business Development Office	234,308	2	-	0	
CD Collaborative	45,000	0	45,000	0	
Continuum of Care	10,000	0	10,000	0	
Economic Development Loans	607,710	2	533,165	1	
Fair Housing	105,456	0	225,000	0	
Homebuyer Counseling	72,604	0	60,234	0	
Housing Development Financing	155,116	2	352,426	4	
Neighborhood Commercial Development	633,211	3	243,914	0	
Rebuilding Lives	71,029	0	71,029	0	
Department Total	\$ 33,873,768	165	\$ 32,921,340	158	

For additional financial information related to the Development Department, please refer to the community development block grant (CDBG) fund and the emergency human services (EHS) fund contained within the CDBG Fund and All Funds Summary sections.



2018 PROGRAM GUIDE

ADMINISTRATION

To manage day-to-day operations and provide policy direction, as well as serving as a point of contact for citizens, council, other agencies, jurisdictions and stakeholders.

INTERNAL SERVICES

To account for the internal service charges of the department necessary to maintain operations.

FISCAL

To ensure that department resources are managed and accounted for in a timely and accurate manner.

HUMAN RESOURCES

To provide quality services in the areas of employee relations, benefits, recruitment and retention, and organizational development.

SOCIAL SERVICES

To provide support in the areas of homelessness, workforce development, youth, and other programs to Columbus' residents and neighborhoods.

LAND BANKING

To improve Columbus neighborhoods by returning abandoned and underutilized residential and commercial properties to productive community assets.

VACANT AND ABANDONED PROPERTY

To address the blight and nuisances that are created by vacant structures through a three point plan of code enforcement, demolition of structures identified as a hazard to the health, safety, and welfare of neighborhoods, and financial assistance to homeowners and rental property owners.

JOB CREATION AND EXPANSION

To leverage city assets to help businesses of all sizes grow and thrive in Columbus.

CODE ENFORCEMENT

To improve the quality of life in Columbus neighborhoods through enforcement of the city's housing, zoning, graphics, health sanitation, and safety codes.

ENVIRONMENTAL NUISANCE

To address the condition of vacant and blighted properties located within the city.

**HOMEOWNERSHIP
ASSISTANCE**

To partner with non-profit and for profit organizations, lenders, and other financial organizations to build or rehabilitate housing for homeownership and rental.

**HOUSING ACTIVITY
DELIVERY**

To administer all housing programs including the Affordable Housing Opportunity Program, acquisition and relocation compliance, residential tax incentive, and lead abatement programs.

NEIGHBORHOOD PLANNING

To work in partnership with Columbus residents to develop and implement long range plans that address land use, urban design, and capital improvements. Plan implementation activities include undertaking development review, working with the Urban Infrastructure Recovery Fund Program, and providing staff support of the East Franklinton Review Board, Rocky Fork, and Big Darby panels. The section also manages the annexation program and provides direct support to CelebrateOne, the city's effort to lower the infant mortality rate.

URBAN DESIGN

To undertake urban design projects and provide staff support to the Downtown Commission and University Area Review Board, both being charged with approval authority for projects falling within their respective boundaries.

HISTORIC PRESERVATION

To provide staff support to five architectural review commissions with approval authority for projects falling within the city's historic districts or listed individually on the Columbus Register of Historic Properties. The section conducts Section 106 reviews in partnership with the State Historic Preservation Office and provides technical assistance to property owners and potential buyers who would like to purchase historic properties.

RELOCATION

To provide technical review of each CDBG and HOME funded activity for compliance with the federal Uniform Act.

AFFORDABLE HOUSING OPPORTUNITY PROGRAM	To assist low to moderate income owner-occupied homes through programs operated by the Housing Division.
BUSINESS DEVELOPMENT OFFICE	To act as a liaison between the city and its loan underwriters.
CD COLLABORATIVE	To provide leadership, financial support, training, and direct technical assistance to Columbus' neighborhood based community development corporations.
CONTINUUM OF CARE	To provide funding for the preparation and submission of the Continuum of Care funding application which supports the city's efforts to provide housing units to homeless individuals and to develop permanent supportive housing.
ECONOMIC DEVELOPMENT LOANS	To provide assistance to emerging and small businesses for the purposes of business development and job creation.
FAIR HOUSING	To ensure housing choice for all residents of Columbus with the overall objective of removing barriers to equal housing opportunities as identified in the Fair Housing Action Plan.
HOMEBUYER COUNSELING	To provide homebuyer education and assistance for residents. Includes funding for contracts with HUD approved housing counseling agencies for the provision of homebuyer and homeowner assistance.
HOUSING DEVELOPMENT FINANCING	To address the issue of affordable housing by preserving and expanding affordable housing opportunities.
NEIGHBORHOOD COMMERCIAL DEVELOPMENT	To foster business expansions in areas of need. To implement the city's initiative in targeted Neighborhood Commercial Revitalization (NCR) areas.
REBUILDING LIVES	To meet the short-term and long-term needs of homeless men and women through an improved safety net of emergency shelter.